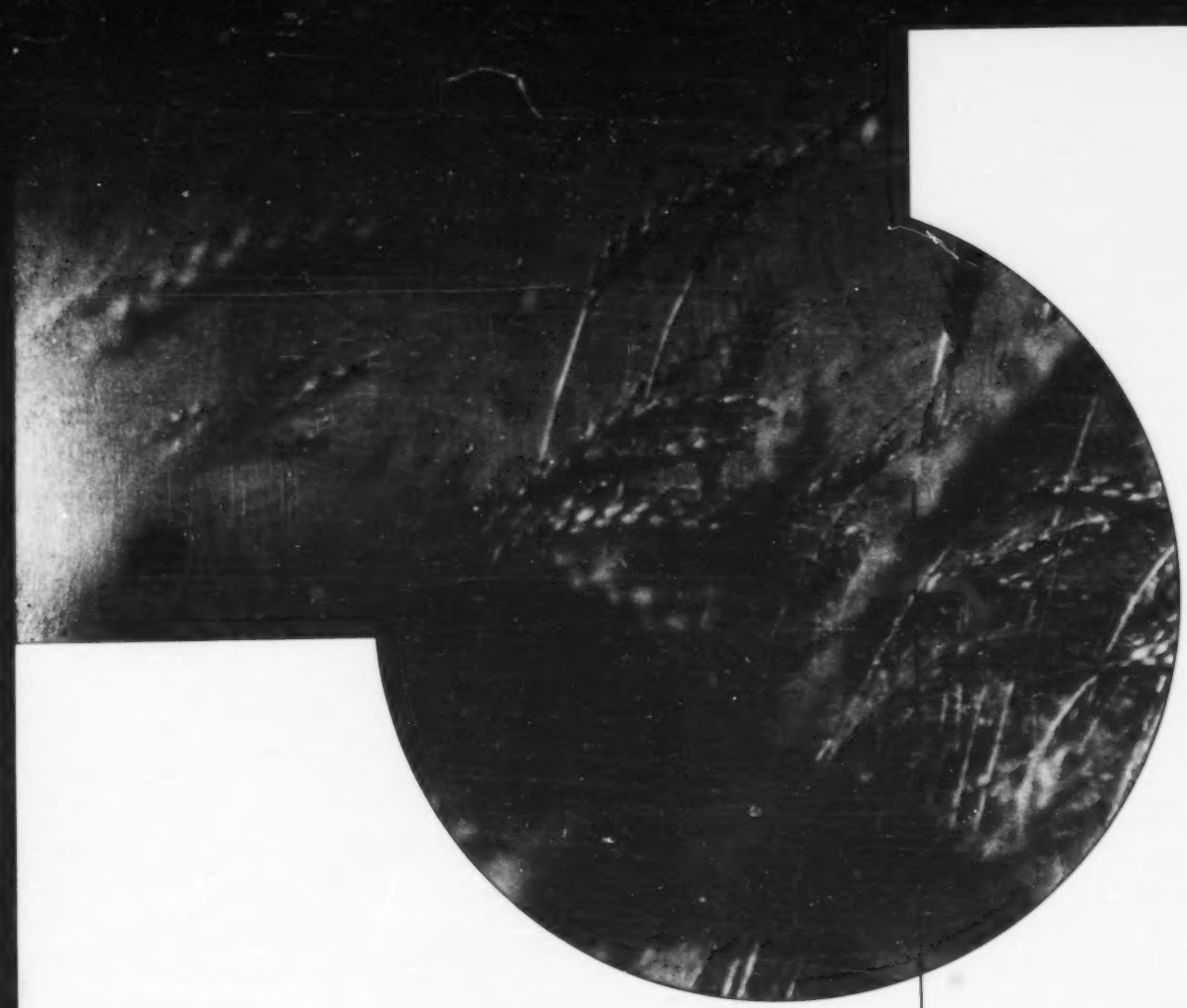
CATALYST FOR groWth | FRAMEWORK FOR CHANgE

KEY FINDINGS FROM
AG SUMMIT 2000

DECEMBER 2000

AG SUMMIT



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Opening Thoughts

"We learned a lot about what we thought we already knew..."

In the first half of 2000, a unique process occurred in Alberta. From corner to corner and side to side, Alberta's agriculture and food industry was put under a microscope and examined to discover the issues, challenges and opportunities facing us. Over 1500 stakeholders from all sectors of the industry invested time and energy in this process – an overwhelming indication of your commitment to the long-term success of the industry.

Through a collaborative dialogue, we learned a lot about what we thought we already knew. In the end, you identified targets and reached consensus on some aggressive challenges – targets that will prove vital if Alberta's industry is to continue to grow and compete globally in a rapidly changing world.

To meet these targets, we believe industry and government must:

- **Work Together**. The world is moving to a network economy comprised of value chains and structures built on trust and a willingness to work together. As an industry, we must learn to collaborate for mutual success. We must also build structures and systems that support a culture of open information sharing vital to effective collaboration.

- **Invest in Human Capital.** To meet the demands coming our way we need people with energy, passion and competitive marketing and management skills. We must position our industry as a prime career choice by profiling its potential and offering educational and financial support to young people.

- **Reconfigure Our Marketing Structures and Strategies**. The days of undifferentiated commodity selling are long gone. Growth hinges on changing our existing marketing structures and strategies and developing new ones in order to take advantage of new markets for value-added niche products, services and technologies.

- **Pursue Breakthrough Innovations.** Incremental improvements, while important, won't get our industry to $20 billion in value-added on their own. We need breakthrough innovations and initiatives in terms of human, structural and financial investment to jumpstart and position our industry to achieve the next critical level of growth.

- **Build Our Industry's Image.** To a considerable extent, agriculture and food isn't on the public's radar screen. When it does appear, it's often as a negative reminder. We have a great story to share about the immense value of our industry to Alberta's economy, quality of life and the environment.

- **Understand the Real Drivers of Global Change.** To be competitive and to anticipate new products and markets, we must have a handle on the global playing field. We challenge all stakeholders to establish a global advisory network comprised of world savvy agricultural leaders, respected for their knowledge and insight into the future of our industry on a global scale.

Fortunately, as Albertans, you know how to tackle challenges – in fact the industry thrives on them. As Co-Chairs of Ag Summit Phase One, our excitement for the potential of Alberta's agriculture and food industry has been re-ignited through the passion, creativity, and commitment we've seen evidenced in town halls, formal meetings, and coffee shop talks over the last months. It's clear – Alberta's ***can do*** attitude is alive and well.

This document summarizes the substance we have gleaned from Phase One of the Ag Summit 2000 process. We believe it is a catalyst for growth and we hope it offers a framework for change. We extend our appreciation to the Honourable Ty Lund for initiating the Ag Summit 2000 concept and creating the opportunity for the industry to look at itself from the inside out.

To all those who participated as contributors and facilitators, we thank you for your candor and your commitment. To those who will embrace and act upon the challenges contained in these pages – we applaud your efforts.

With this document, our role as Co-Chairs of Phase One comes to a close. Here's to a bright and successful future for Alberta's agriculture and food industry.

Brian Heidecker
Ag Summit 2000
Co-Chair

Charlie Mayer
Ag Summit 2000
Co-Chair

December 2000

Executive Summary

The Alberta Advantage

Ag Summit 2000 has sparked enthusiasm, a sense of purpose and competitive urgency in Alberta's agriculture and food industry. In a way that is unique to Alberta, Ag Summit 2000 has provided an energized, organized framework for over 1500 key stakeholders in all sectors of our agriculture and food industry to:

- Share perspectives and issues.
- Identify challenges.
- Champion opportunities.
- Build strategies.

Most important, it has prompted dialogue that is resulting in a new understanding between diverse links in the industry's complex supply chain from field to fork. Ag Summit 2000 is an illustration of the Alberta Advantage in action.

Why did it happen?

Like many innovative actions in Alberta, Ag Summit 2000 was conceived because of the need to ensure the agriculture and food industry is positioned to meet global realities.

Ag Summit 2000 was also born out of the Alberta government's belief that industry knows its issues best and holds the solutions to most challenges. Recognizing the importance of generating a candid, arms-length snapshot of the industry and its potential, The Honourable Ty Lund, Minister of AAFRD, approached the Agriculture and Food Council to collaborate with AAFRD in the development and implementation of Ag Summit 2000.

While Alberta's agriculture and food industry is complex and diverse, it shares common drivers like innovation, creativity, hard work and a powerful motivation to achieve far-reaching potential. Through discussion, debate, and collaboration, Ag Summit 2000 has carved a vision - one that is building consensus with industry stakeholders who have a collective urge to see it materialize.

How did it happen?

Listening and sharing is an interactive process. Ag Summit 2000 was designed to facilitate effective dialogue through:

- A two day Leaders' Workshop in February, which set the overall tone and direction of the Ag Summit 2000 process.
- Twelve Constituency meetings organized by individual Members of the Legislative Assembly.
- Twelve regional town hall meetings held throughout the province.
- Ten topic or sector-specific meetings (i.e. food processing, food safety, biotechnology, land use, and the future shape of farming).
- An Ag Summit 2000 workshop on June 7/8 to review and consolidate discussion, findings and output.
- An interactive web site.

In addition, Ag Summit 2000 Co-Chairs Brian Heidecker and Charlie Mayer were invited to countless industry meetings to fuel the process, receive feedback and stimulate innovative thinking.

What came out of the process?

- A long-term vision*.
- A framework for action.
- The challenge for Alberta's agriculture and food industry to achieve $ 20 billion in value-added activity by 2010.

***The Vision**

The creation of a collaborative, positive, competitive business climate that supports continued growth of a profitable, environmentally sustainable, agriculture and food industry in Alberta.

The Ag Summit 2000 framework for action includes:

1. A comprehensive analysis of the industry's strengths, weaknesses, opportunities and threats (SWOT).
2. Key challenges for growth.
3. Five year goals.
4. 17 initiatives for immediate action. These have been grouped into 10 priority areas. Other longer-term initiatives are waiting in the wings and it is expected more will emerge in Phase Two.

What will happen with the input generated?

To tackle the priority areas and the substantive feedback that Ag Summit 2000 has generated, the following groups have or will be formed:

- **Action Teams** - Teams of industry volunteers created at the June workshop that are committing time, expertise and resources to address the 17 initiatives for immediate action.
- **Agrivantage Group** – A team of senior level industry and government leaders who are being charged with ensuring that input from Ag Summit 2000 is acted on. While immediate issues are being addressed by the Action Teams, many longer-term issues were flagged in the Ag Summit 2000 process. The Agrivantage Group will be charged with the responsibility of continually reviewing these issues and creating Action Teams to address them. It is expected that the co-ordinating team will be up and running by the end of this year.
- **Breakthrough Action Team** - To achieve $ 20 billion in value-added activity by 2010 will require breakthrough initiatives and innovations within the province in addition to ongoing incremental improvements in all sectors. The co-ordinating team will charge a team of senior industry and government leaders with exploring and recommending breakthroughs that can significantly impact Alberta's agriculture and food industry.
- **Collaborative Agri-Food Network** - To achieve the Ag Summit vision, stakeholder groups will need to strengthen their ability to respond quickly and effectively to issues and opportunities facing the industry or sectors therein. Success will depend on all key stakeholders, including government, having the skill and trust levels required to function in an entrepreneurial, collaborative manner. The Agrivantage Group will work to bring traditional and non-traditional networks together to encourage information-sharing and decision-making in more effective ways than currently exists. *(To view what a comprehensive agri-food network might look like, see Appendix D.)*

What are the next steps?

Ag Summit 2000 Phase One is completed with this document. While dialogue will be ongoing, the formal framework known as Ag Summit 2000 has achieved its mandate of listening and distilling.

Now, the real work begins. The information contained in this document provides a framework for development of specific strategies to address priority areas. Development and implementation of these strategies will result in achievement of the industry's long-term vision and five-year goals.

The next step is design of a communication tool that will intrigue, inspire and motivate people to invest time, thought and resources to turn the vision and goals into realities. This publication will be ready for release shortly. Other steps include:

- The imminent submission of several Action Teams' recommendations.
- Formalizing and mobilizing a Agrivantage Group.
- Formalizing and mobilizing the Breakthrough Action Team.
- Leadership training sessions for Action Team and co-ordinating team leaders.
- Continued dialogue and information transfer through the website.
- Establishment of an Ag Summit office in cooperation with the Agriculture and Food Council.

At the end of the day, what did we learn?

- Emergence of the global knowledge-based economy is presenting new and complex challenges.
- While Alberta's agriculture and food industry has been incredibly successful in the business of production, it now has to sharpen its capacity to understand and respond to new markets.
- Collaboration among various decision-makers is becoming critical to effective decision-making, and high performance.
- The agriculture and food industry must see the value of functioning as an entrepreneurial collaborative network - not as hierarchical structures or as disconnected individuals.
- The continual building and rebuilding of value chains is a high priority in meeting the realities of the new economy.

Would you like more information?

To access detailed information on the Ag Summit 2000 process, proceedings from specific forums, and resource materials, readers are encouraged to:

- Visit the Ag Summit 2000 website at: www.agsummit.gov.ab.ca
- Call the Policy Secretariat, AAFRD at 780-422-2010 (for toll free calling, dial 310-0000 first)
- To receive additional copies of this document, please call the Policy Secretariat.

Readers are also encouraged to contact any of the Action Team Leaders or other resources listed in the Appendices.

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Ag Summit 2000 Snapshot

Why conduct Ag Summit 2000?

The world is changing at unprecedented speed. Alberta's agriculture and food industry must be positioned to capitalize on the global knowledge based economy. In the face of change, the industry needs answers to questions like:

- Where will we fit long-term? How must we manage as an industry?
- How do we grow, yet maintain the cleanest environment in the world?
- How do we ready our marketing institutions for tomorrow's market realities?
- How do we increase our understanding of consumers' concerns and preferences and respond to their needs?
- How do we enhance and sustain one of the best food safety inspection systems in the world?

How to conduct an Ag Summit 2000?

Participants were asked to:

- Be flexible, creative, innovative, and open to new ideas.
- Build an industry with potential for varying scales of operation and investment.
- Be willing to work collaboratively.
- Recognize we produce the best food products in the world.
- Value all players, and respect each individual's right to succeed and to have the opportunity to make their own choices.
- Be market responsive.
- Recognize agriculture and food is good business for Alberta.

(To see the operating principles used throughout Phase One of the Ag Summit process, see Appendix E.)

What did participants learn?

- Emergence of the global knowledge-based economy is presenting new and complex challenges.
- While Alberta's agriculture and food industry has been incredibly successful in the business of production, it now has to sharpen its capacity to understand and respond to new markets.
- Collaboration among various decision-makers is becoming critical to effective decision-making and high performance.
- The agriculture and food industry must see the value of functioning as an entrepreneurial collaborative network - not as hierarchical structures or as disconnected individuals.
- The continual building and rebuilding of value chains is a high priority in meeting the realities of the new economy.

Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

The premise that Alberta's industry knows its strengths, weaknesses, opportunities and threats (SWOT) has proven sound throughout the Ag Summit 2000 process. Here's what was said:

The Strengths

The industry is growing and diversifying at one of the fastest rates in Canada	The industry has high standards and a global reputation for safe, quality food
The industry is in close proximity to rapidly expanding Pacific Rim and Central American markets	Alberta is a low cost producer of high quality products
Alberta has a strong natural resource base, distinct seasons and an increasingly positive record for responsible stewardship	Alberta has powerful R&D capacity aligned with industry needs
Alberta has a modern and extensive infrastructure	Alberta has one of Canada's most progressive and supportive public policy environments to support economic development
A strong and comprehensive service sector supports business development	The industry has deep roots in Alberta's economy, and its future
Alberta has a growing capacity to develop human resources	The industry is confident, skilled and experienced. Collectively, the industry has confidence in its future and has a positive attitude

The Weaknesses

Existing human resource capacity is insufficient	There is financial stress in some elements of the primary sector
Communication within industry must improve to create collaboration	The size of the domestic market is limited
Alberta's subsidy position relative to the EU and the US creates an uneven playing field	The ratio of primary to value-added is low; processing capacity needs to increase
Adequate business, market development and risk management skills are lacking in some sectors	We are inexperienced exporters of value-added products and food
Venture capital is difficult to access in some sectors	Low returns on capital employed at the farm level
	Farm assets are tied up in land; earning ability is in its present use

The Opportunities

Aggressive growth in value-added
Global position in nutraceuticals, functional foods, pharmaceuticals and non food products
Development of value chains, and strategic alliances to capture new markets and achieve new levels of profitability
Development of new and enhanced export markets for value-added products
Development of new global markets for Alberta based innovations and technologies
New products, services and technologies emerging from the convergence of food, health and wellness industries
Increasing commitment to responsible stewardship in all sectors – field to fork
Integration of HACCP and new food safety technologies into all sectors of the food industry
Increased industry and government presence in global markets
Progress at WTO and leveling of the global playing field
Attracting human and financial investment to Alberta's progressive business environment
Improving margins through use of new technologies and management practices
Building a positive public image of the industry

The Threats

Inability to secure intensive livestock sitings
Myopic thinking in terms of local borders and boundaries
Distrust of other industry players and segments of society
Reconciliation of farming as a business and the family farm as a way of life
Maintaining a critical mass of infrastructure to sustain rural communities
Blurring of the lines between urban and rural communities and redefining the emerging culture
Limited public awareness of the depth and diversity of the industry leading to the potential for confusion on sensitive issues
Potential increased regulation to manage responsible stewardship
Building enough human resource capacity to fuel growth
Carving out and sustaining a competitive position in an increasingly complex and competitive global market
Depressed commodity prices and financial strain in elements of the primary sector
Inability to achieve consensus on policies that are critical to the progressive growth of the industry
Inappropriate policies with differing agendas for business and governments

Key Challenges

At the end of the day, Alberta's agriculture and food industry is challenged to:

Be market responsive - in all sectors - with domestic and global customers and consumers
Stimulate the development of innovations, new products and new markets
Open new doors for human and financial investment
Improve human resource capacity in both labor and management
Build effective urban and rural community relationships to encourage growth and development
Work collaboratively, forge value chains and strategic alliances
Value all industry players and respect everyone's right to succeed or learn from failures
Improve and clarify land use policies and processes
Manage businesses in all sectors with a clear focus on responsible stewardship
Ensure the highest possible standards of food quality and safety
Build public awareness of the industry's commitment to food quality and safety
Communicate and transfer knowledge effectively

Long-Term Vision

Working towards a common long-term vision emerged as a key commitment from Ag Summit 2000. Achieving this vision implies a spirit of innovation, and creativity. It demands effective collaboration and communication.

The Long-Term Vision for Alberta's Agriculture and Food Industry

By 2010, we will have created...

A collaborative, positive, competitive business climate that supports the continued growth of a profitable and environmentally sustainable agriculture and food industry in Alberta.

Five Year Goals

Milestones between now and realization of the long-term vision are important to stimulate growth, motivate action and achieve measurable change. Ag Summit 2000 participants emphasized the following goals. Others will evolve over time. A co-ordinating team will be responsible for reviewing and fine-tuning these in consultation with industry.

These are listed in random order.

Five Year Goals As Identified By Ag Summit 2000 Participants
• Create new food, non food, nutraceutical and functional food products to meet growing global demand
• Emerge as a major assembler, trader and distributor by responding to customers and differentiating from competitors
• Have a proven global track record for providing consistently high quality, safe food products to domestic and international markets
• Enhance or sustain water, soil and air quality through effective responsible stewardship
• Achieve public consensus for land-use priorities
• Achieve significant progress towards the $ 20 billion value-added activity challenge
• Become a recognized global player in life sciences
• Operate in harmony with both urban and rural communities
• Become a recognized global player in e-commerce
• Achieve strong, integrated support in R&D, technology and training, and knowledge transfer

The Priority Areas

During Phase One, participants' discussion around industry issues, challenges and opportunities fell into 10 priority areas. As time goes on, these may be consolidated or further expanded.

Ag Summit Ten Priority Areas (Random order)
• Environmental stewardship
• Sustainable rural communities
• Food quality and safety
• Research, innovation, technology
• Global market development
• Diversification and value-added
• New business strategies
• Building an entrepreneurial culture
• Future of farm business
• Public image of the agriculture and food industry

For each priority area Ag Summit 2000 has defined:

- **The Issue**
- **Key Challenges**
- **Summit Initiatives for Immediate Action**
- **What Else is Happening?** (*examples of other initiatives already underway that address issues and challenges in the Priority Areas*)

Each of the Priority Areas is a work in progress. Today, we have a framework to begin tackling them in some new ways. Many are being addressed, in part, through existing organizations and initiatives. (*Appendix C offers a partial list of major organizations with initiatives that address elements of the Priority Areas. The list is by no means exhaustive. Readers are encouraged to surf through* www.agric.gov.ab.ca *to see a comprehensive listing of organizations and associations within Alberta's agriculture and food industry.*)

Summit Action Teams are also tackling some issues in the priority areas. Other tactics will support and complement Action Team initiatives. These include learning and leadership initiatives, access to industry development funds and ongoing programs in both industry and government.

All issues and ideas for action that were brought forward in the Ag Summit process have been recorded and will be reviewed periodically by a Agrivantage Group to evaluate their status in light of the ever changing industry climate.

1. Environmental Stewardship

The Issue

On many fronts, industry has never been more vigilant or conscious of its role as a responsible steward of the renewable resources that support it. Management practices to ensure environmental sustainability are becoming increasingly sophisticated and must be based in sound science.

Inputs and food safety measures are tested more rigorously than ever before. And, the combination of government legislation and self-regulation is continually pushing up the bar on responsible stewardship. As the bar goes up, so do the expectations of customers and consumers around the world. Industry and governments' need to continue a vigilant watch on stewardship is driven by:

- Ethics.
- The need for sustainability.
- The opportunity for differentiation.
- Market demands.
- Consumer choices and preferences.

Key Challenges

Key Challenges
• Land use (soil conservation, grazing management, cropping choices and land preservation)
• Input use (short and long-term impacts of crop protection products)
• Intensive livestock operations
• Air, soil, water quality

Summit Initiatives for Immediate Action

The Environmental Stewardship Incentive Program Action Team has been formed to address:

- The recognition of producers for a total, integrated, land management approach.
- Development of environmental stewardship programs that are labeled "green" under WTO rules to ensure Alberta's competitive position.
- Incentives and recognition of land managers to adopt sustainable land management practices.
- Consultation with rural and urban stakeholders on a continuing basis to educate and build awareness about responsible stewardship.

What Else is Happening?

Alberta's commitment to responsible stewardship has been evident for a long time. Many industry and government programs are underway to:

- Share information.
- Model effective management techniques.
- Build awareness.

A sampling of these include:

- **Growing Alberta** – A public awareness program designed to share information with Albertans about the agriculture and food industry's commitment to air, soil, water quality and food quality and safety. Funded by CARD, AAFRD and industry sponsors, Growing Alberta has been communicating with the public since 1996.

- **Cows and Fish** – A riparian habitat management program that is managed by a collaboration of industry and government partners. Thousands of southern Alberta producers and their communities have participated in the program over the last 10 years. This year, Cows and Fish is expanding into central Alberta with industry, provincial and CARD support.

- **Alberta Environmentally Sustainable Agriculture (AESA) Program** – A long-term, provincially funded program designed to facilitate continued development and adoption of environmentally sustainable management practices and technologies. It is directed by an industry Council of 29 members representing all sectors of industry and operates with an annual budget of $5.0 million.

- **Reduced Tillage Linkages (R T Linkages)** – A joint government/industry program to increase the adoption of sustainable cropping systems to improve soil and water quality, sequester carbon, conserve energy, enhance biodiversity and improve profitability. RT Linkages operates with an annual budget of $1.0 million.

2. Sustainable Rural Communities

The Issue

For some primary producers, these are challenging times. Those impacted by harsh financial conditions are experiencing a growing sense of powerlessness and the sad, but obvious recognition that the family farm is under pressure.

Transition and consolidation is happening at an increasingly rapid pace. For some, this is a positive trend that is creating stability and opportunity. At the same time, it is impacting rural community infrastructure and the sustainability of some institutions. Accessibility, continuity and levels of farm income support are not likely to stop or reverse this trend.

Key Challenges

Key Challenges
• Complexity of FIDP and AIDA programs
• Consistent application of NISA and availability for all commodities
• Better support needed for producers to assess and manage risk
• Development of initiatives to support intergenerational transfers and to identify opportunities/options that provide economic security during transition for producers in and outside of the industry
• Crop insurance does not provide adequate dollar coverage, and yield coverage is too low. Cash costs should be covered
• Redefine and modernize what "community" means
• Encourage and support collaboration and co-operation among communities to facilitate knowledge transfer
• Develop a model or prototype of a sustainable rural community supported by appropriate infrastructure

Summit Initiatives for Immediate Action

The Infrastructure in Rural Communities Action Team has been formed to research and address:

- Development of a network of roads and a provincial grid system to facilitate delivery of products and services to rural areas.
- The levels of infrastructure available to support rural communities.
- Development of an action plan to:

    - Gain co-operation from municipalities to develop a market grid system.
    - Involve the public in water quality issues.

What Else is Happening?

Here is a sampling of initiatives already underway:

- **Federal Provincial Safety Net Consultations and Program Renewal** –New conditions for funding disaster programs have been developed and the NISA program will be reviewed.

- **AAFRD Crop Insurance Review** – A review of the Alberta Crop Insurance Program is underway with a report to the Minister of Agriculture, Food and Rural Development expected in the new year.

- **Irrigation Infrastructure** – Irrigation Districts and AAFRD are investing approximately $23.0 million per year in rehabilitation and expansion of irrigation infrastructure.

- **Agricultural Societies and Agricultural Service Boards** – With funding support from AAFRD, agricultural societies and service boards are providing a variety of programs and services to producers and communities which are helping to sustain communities and their infrastructures.

- **4-H** – 4-H is an informal, client-focused educational program targeted at developing the leadership, interpersonal and technical skills of 8,600 youth aged nine to twenty who belong to 460 community-based 4-H clubs that are supported by 3,000 adult volunteer leaders.

3. Food Quality and Safety

The Issue

A growing number of consumers and market segments have the perception that there are significant food safety issues associated with the development and application of biotechnology. In addition, widely publicized recalls and food safety incidents are shaking public confidence and prompting the need for credible, objective information about food safety and food quality. Ironically, food quality has never been at higher standards.

Alberta's reputation for producing consistently safe, quality food creates a global competitive advantage and the opportunity for differentiation.

Biotechnology is providing new ways for industry to produce greater volumes, using fewer inputs, while increasing profitability. Creating understanding about these processes and their potential impact is critical to public perception.

Key Challenges

Key Challenges
• Industry needs to better understand and respond credibly to consumers' concerns through information, education and effective labeling
• Industry and government must ensure that claims of safety and quality can be substantiated in every way possible
• Industry must work collaboratively with organizations concerned with food safety and food quality to address the real needs of consumers

Summit Initiatives for Immediate Action

The Supply Chain Food Safety Action Team has been formed to address:

- Involvement of all sectors in best management practices, trace back, education and information dissemination.
- Development of an action plan to:
    - ➢ Establish a systems approach to trace back on products/processes.
    - ➢ Formulate a food safety response network to scan for emerging issues.
    - ➢ Develop a framework for supply chain food safety.

What Else is Happening?

Across the industry, great strides are being made in food safety. Here is a sampling:

- **Hazard Analysis Critical Control Points (HACCP) Initiative** – With financial support from CARD, AAFRD and industry stakeholders, a program led by the Alberta Food Processors Association is facilitating certification of processors to HACCP standards and protocols.

- **On-Farm Food Safety Program** – National commodity groups are each developing on farm safe food production protocols that are based on HACCP. These protocols are being implemented by Alberta producers with assistance from AAFRD.

- **Growing Alberta** – Food safety messages are the focus of Growing Alberta's current three-year communications strategy.

4. Research, Innovation and Technology

The Issue

Strong R&D capacity to support industry is critical to success. New information technologies and the Internet are creating new opportunities and innovative ways of doing business. In Alberta, there is strong and widespread interest in e-commerce.

Alberta is uniquely serviced by a comprehensive network of R&D organizations and institutions, all of which are increasingly aligning with the specific needs of growing industries. However, while there is much activity underway, communication and collaboration within the network is lacking. This impedes integration of new work, drives up the cost of R&D and inhibits optimal adaptation of new technologies in the marketplace.

Key Challenges

Key Challenges
• R&D efforts are happening in silos across the province; co-ordination and collaboration is vital
• R&D efforts need to focus on the industry's strengths; turf protection and multiplicity of players and agendas is counterproductive
• Agriculture and food must be allocated its "fair share" of aggregate R&D resources
• Alberta's role within the Canadian and global context must be defined in terms of future opportunity
• Better communication and information sharing is required to ensure optimal application of R&D throughout the agriculture and food industry

Summit Initiatives for Immediate Action

The Research Centres of Excellence Action Team will be addressing:

- The potential for an integrated network of centres of excellence to focus and coordinate investment performance and technology transfer. This should generate higher return on Alberta's investment in developing agriculture based and value added industries.

A second team, ***The Research and Development Strategy for Diversifying Crop and Livestock Production Action Team,*** will pursue development of an action plan to:

- Ensure a diversification component is included in agriculture research and development criteria.
- Improve processing plants' capitalization of opportunities for specialty and new crops/livestock.
- Establish a forum for producers of new crops/livestock to communicate their development needs.
- Create pilot projects to test new crop/livestock development and marketplace viability.
- Investigate bridge financing and start-up capital to support growth of this section of the industry during development stages.

What Else is Happening?

Alberta is home to over 40 R&D organizations and institutions. Alberta Innovation and Science has just announced the "Alberta Supernet", an initiative that will make Alberta the most wired jurisdiction in Canada. Here's a sampling of what else is happening:

- **Alberta Science and Research Authority (ASRA**) – Developing a Life Sciences Strategy for Alberta.

- **Alberta Agricultural Research Institute (AARI)** – Developing strategic directions for research and development in Alberta's agriculture and food sector.

- **Industry Development Funds** – AAFRD funding to industry-led organizations for research and development, new product development, and other activities. Individual funds exist for traditional livestock, diversified livestock and crops.

5. Global Market Development

The Issue

How to market the industry's competitive advantages? This priority issue flagged the need to achieve global competitiveness by:

- Improving production methods.
- Enhancing processing and marketing techniques.
- Improving product quality.
- Pursuing effective trade negotiations.

Key Challenges

Key Challenges
• The industry needs access to current and comprehensive information about new markets
• The industry needs expertise and capacity in the development of production, processing and marketing methods to capture global opportunities
• Industry organizations and governments need to collaborate to ensure optimal positioning and increased understanding of trade negotiations and export market opportunities

Summit Initiatives for Immediate Action

The Centre of Export Excellence Action Team* will:

- Identify how to do business in export markets.
- Explore how to combine the efforts of government, industry, producers and academia.
- Facilitate access to funding support for capable export-ready companies.
- Form a Steering Committee in alliance with other centres of excellence groups (R&D, entrepreneurship, etc.) to form an umbrella centre of excellence.
- Catalogue existing services and organizations that deal with exporting.
- Provide progress reports on action going forward.

**In October this team merged with the Agri-Industry Entrepreneurship Centre of Excellence Team.*

The Competitiveness in a Global Market Action Team will look at:

- Opening access to railbeds.
- Modifying the CWB.
- Building knowledge, development and access to markets.
- Creating stronger links with key markets.
- Immediately developing an action plan for implementing the *Estey/Kroeger* report.
- Encouraging the Agri-Industry Trade Group (AITG) to become more active in World Trade Organization negotiations.

What Else is Happening?

Given the limited size of the domestic market, a global presence is vital for Alberta's agriculture and food industry. Here's a sampling of initiatives already underway:

- **Transborder Relationships** – Periodic meetings to exchange information and improve communication and understanding with US border states and to seek resolution of several pressing cross border issues.

- **Strategic Alliances** - Many strategic alliances exist within industry and with government to develop and pursue trade opportunities. Incoming and outgoing trade missions, trade accords and agreements are happening within Alberta and in numerous selected markets.

- **Agri-Industry Trade Group** – The mission of this coalition of Western Canadian industry players is to focus federal negotiating strategies on reducing trade barriers during the current round of WTO negotiations.

6. Diversification and Value-Added

The Issue

Alberta's agriculture and food industry is in transition from a raw commodity supplier to a value-added producer. An aggressive target of $ 20 billion in value-added activity has been charted for 2010.

Achieving the target will require:

- Availability of current and comprehensive market information.
- New capacity to operate in, and communicate with, new markets.
- Development of value chain strategic alliances.
- Adding service, products and technologies to undifferentiated commodities.
- Refining, and redefining traditional marketing instruments and institutions.

Key Challenges

Key Challenges
• All industry and government stakeholders must collaborate to consolidate capacity and knowledge
• Resources and expertise must be directed to developing new tools like value chains to facilitate value-added and diversification
• Traditional marketing organizations must refocus efforts to be consistent with new market realities

Summit Initiatives for Immediate Action

The Alberta Farmers Have Marketing Choice Action Team will strive to:

- Propose regulation changes to move CWB transportation responsibilities to spout at port location.
- Propose changes at the federal level to ensure farmers have marketing choices for wheat and barley for domestic consumption and export markets.
- Lobby the Alberta government to introduce a made in Alberta solution called the CWB Inefficiency Offset Program.
- Obtain financial support from the province to offset value-added, transportation and marketing inefficiencies imposed upon farmers by the CWB monopoly.
- Identify areas that are open to value-added investment.
- Introduce a direct marketing option similar to the Ontario Wheat Board.

What Else is Happening?

Growth in value-added is a priority that has been recognized for some time. Several organizations in the province are committed to adding value through food processing, innovation and technology. A sampling of these include:

- **AVAC Ltd.** - Provides expertise and financing to nurture emerging agri-food innovations and technologies from pre-commercialization to market readiness.

- **Leduc Food Processing Centre** – Funded by AAFRD, CARD and industry, the Centre helps to develop over 100 new products and processes each year. A $3.7 million expansion will enhance the Centre's ability to service the meat, bakery, and cereal fractionation areas.

- **New Organizations** – The U of A's Functional Food Centre of Excellence, Calgary Technology Centre and Olds College Centre for Innovation are spearheading programs designed to incubate and sustain value-added into commercialization.

7. Building an Innovative, Entrepreneurial Learning Culture

The Issue

Alberta is a province of innovators and leads the nation in entrepreneurship. Ag Summit 2000 participants clearly value this and want to ensure its sustainability and growth.

Lifelong learning and strong investment in human resource development emerged as key ingredients for a progressive entrepreneurial culture that stimulates innovation and results in new breakthroughs. The following were identified as priorities:

- Leadership.
- Risk management and assessment.
- Marketing.
- Finance.
- Information technology.

Key Challenges

Key Challenges
• Develop the people who will drive an innovative entrepreneurial culture
• Involve employees and encourage profit sharing and equity participation
• Strengthen core business/marketing skills, and build deeper understanding of emerging business practices and markets
• Establish partnerships and alliances between organizations and institutions to optimize training and information transfer opportunities
• Encourage, support and teach the use of emerging communication technologies
• Continually review, assess and update education, training and teaching resources and methods in industry, government and institutions
• Continue to develop and enhance Alberta's human resource capacity

Summit Initiatives for Immediate Action

The Agri-industry Entrepreneurship Centre of Excellence Action Team* has been formed to set up a virtual site to foster entrepreneurial culture and skills to drive agriculture value-added growth. They are also working to create action plans to:

- Establish an Advisory Group.
- Fund a core project to develop the concept.
- Identify an advisory group to define a model of the Centre.

**In October this group merged with the Centre of Export Excellence Team*

What Else is Happening?

Alberta has a rich heritage in human resource capacity. Over 27 post secondary institutions are providing programs and services which invest in the growth and development of Albertans. The Campus Alberta concept is working to syndicate many learning programs and resources. One sample of an industry initiative is:

Management Training and Development Project -The Alberta Food Processors Association is creating a program for management training and development in the food processing industry.

8. New Business Strategies

The Issue

New and innovative business strategies are vital to complement Alberta's natural resources, and strengthen our industry's competitive position. They are also imperative to thinking, growing and achieving results in newer, faster ways. Finding and capitalizing on opportunities in the highly competitive global, knowledge based marketplace demands a tight focus on customer needs and development of market capacity. The formation of strategic alliances and effective value chains will be critical to success.

Informing consumers about food quality and safety issues will create new markets and add value to existing ones. But, to do so requires comprehensive, current information about increasingly segmented and sophisticated world markets. Our industry must improve its capacity to collect and distribute information.

Key Challenges

Key Challenges
• Strengthen relationships between industry and consumers on food safety and food quality issues
• Build the value chain culture
• Develop global value chains to share and leverage costs/risks and improve profitability
• Create strategic alliances
• Attract investment and identify new sources of capital
• Focus on customer needs
• Build the industry's business planning capacity to satisfy the information requirements of investors
• Build the industry's capacity to access and share information quickly

Summit Initiatives for Immediate Action

The Attract Equity Financing to Primary Agriculture and Agri-Industry Action Team will focus on:

- Securing capital for projects.
- Ensuring liquidity for people exiting the industry.
- Finding assets for continued investment.
- Pursuing continuity of ownership.
- Finding economies of scale for expertise and specialization.
- Sourcing private financing rather than public handouts.
- Building tax incentives for agriculture investment income.

They will work to create action plans in three areas:

1. Creating an environment where agriculture can invest in agriculture.
2. Identifying mechanisms to improve liquidity for privately held corporations.
3. Establishing an exchange for private business equity.

What Else is Happening?

The value chain concept is emerging in Alberta. Here is an example of an initiative designed to accelerate the process:

Agriculture and Food Council Value Chain Initiative – Supported by industry, AAFRD and CARD, this initiative is designed to nurture and support the development of value chains throughout the industry.

9. Future of Farm Business

The Issue

Several issues are clustered under the Future of Farm Business umbrella. Many are related to transition, risk management, land use, fragmentation and consolidation. All of them require careful consideration and strategic action.

Key Challenges

Key Challenges
• Development of new collaborative models to capture opportunities and manage risk created by new technologies
• Clarity and consistency from government in terms of its role in taxation, regulation, information, market and business development
• Clarity on the future role of marketing institutions in domestic and global markets
• Development of mechanisms and support for orderly transition in and out of the industry.
• Development of a range of participation and investment opportunities (financial and non commercial)
• Addressing the impact of consolidation into larger farming operations, and their impact on communities
• Development of clear and consistent policies regarding land use, land values and intensive livestock operations
• Addressing "right to farm" legislation, provincial authority over land use and preservation of agricultural land

Summit Initiatives for Immediate Action

The Provincial Land Use Strategy Action Team* will work to recommend policies and legislation which address issues around loss and fragmentation of farmland in Alberta. The team will develop an action plan that aims to:

- Improve the rural-urban interface and communications processes related to provincial and municipal land use planning.
- Improve public/municipal/provincial interaction and involve all stakeholders in the decision making process.
- Explore and develop community-planning tools to protect farmland.
- Identify, evaluate and prioritize lands that deserve protection.
- Plan and organize a land use conference to determine public support in protecting "working lands".
- Encourage smart, managed growth.
- Promote integrated, multi-functional land use.

The Retention of Land for Agriculture Action Team* will work to recommend agriculture policies and legislation that ensure land is available for agriculture. They will create an action plan that includes:

- Developing clear terms/conditions to assure retention of land zoned agricultural.
- Developing Right to Farm legislation and one time designation of agricultural lands by municipalities.

** At a July 5-6 workshop of the land use, infrastructure, image and importance of agriculture teams, these two initiatives were merged*

The Science-Based Standards for Intensive Livestock Operations Action Team* will work to establish standards for best practices for livestock operations tied to transferring permit responsibility from municipalities to the province. They will create an action plan to:

- Establish science-based standards.
- Ensure that the provincial government can assume control of permitting.

* *This team has not been made operational at this time because of the similarity of its objectives to the objectives of the ILO Committee recently appointed by Honourable Ty Lund, Minister of AAFRD.*

The Long-Term Farm Profitability and Sustainability Action Team will work towards developing and delivering education on management issues, international and national policy and on educating consumers about agriculture policy and food quality. They will develop action plans to:

- Establish an agriculture education institute to develop and deliver education programming.
- Educate consumers about food quality, producer issues and production costs at the farm gate.
- Issue land stewardship dollars to producers.

The Alleviate the Tax Burden Action Team will identify initiatives to:

- Reduce small business corporate tax rate and increase the threshold.
- Pursue reductions to capital taxes and the inclusion rate.
- Continue to push for further reductions to personal income taxes.
- Pressure to lower federal fuel taxes.
- Cut taxes applied to NISA withdrawals.
- Consider and support MLA Committee report on education and property taxes and review the AAMD&C's tax report.
- Remind government that tax reductions must not be offset by increases in user fees.
- Reduce tax on capital gains and increase the exemption level to $ 1 million.
- Reduce the level of insensitive taxes (payroll, EI, CPP, if applicable).

What Else is Happening?

Initiatives are underway in pockets of industry and government to address numerous issues identified under the Future of Farm Business umbrella. Here are two examples:

Federal-Provincial Farm Business Management Program – This program provides training to producers to improve farm business management practices.

Farm Business and Risk Management Program – Funded by AAFRD, the Agriculture and Food Council is organizing to provide a program aimed at improving farmers' business management skills.

10. Image of the Agriculture and Food Industry

The Issue

Building a relationship with the public about the benefits that the agriculture and food industry offers Alberta's economy, environment and quality of life is imperative. Speaking with one voice creates credibility and authenticity for key messages about:

- Food safety and food quality.
- Value of food and agriculture products/services.
- Responsible environmental stewardship.
- Animal care.
- Our brand image for quality.
- The industry's impact on Alberta and Canada's GNP.

Key Challenges

Key Challenges
• Speak with one voice
• Profile credible, objective information that is of interest to the public
• Build on the Growing Alberta initiative by attracting more industry participation
• Use the Agriculture and Food Council as a forum for internal industry communication
• Talk to the public in terms that are relevant to them

Summit Initiatives for Immediate Action

In July 2000, the **Image of Agriculture Action Team**, and the **Importance of Agriculture Action Team** merged into one team – **The Image and Importance of Agriculture Action Team**. The Team has identified a goal:

An industry that is recognized as valued and accountable and that meets or exceeds continuing consumer and public demands while remaining profitable.

The team will encourage industry to pursue these actions:

- Provide safe, quality food.
- Be environmentally sustainable.
- Use the value chain/structure concept.
- Have a two-way communications plan between the public and industry.
- Make current industry information core content in schools.
- Improve rural and urban communications.
- Attract industry to rural communities.
- Profile the value of agriculture to the province.

What Else is Happening?

- **Growing Alberta** - The challenge of creating and sustaining a positive image of the agriculture and food industry that truly reflects its depth, diversity and growth potential has been underway with the Growing Alberta initiative since 1996. The program has recently been injected with new funding from AAFRD re-investment funds and CARD. These funds must be matched by industry to be released. Growing Alberta is now launching an aggressive sponsorship program.

- **Classroom Agriculture Program** – An ongoing program where producers spend time in Alberta's classrooms informing and educating about the agri-food industry. The program is sponsored by a collaboration of many commodity groups and government.

The Next Steps

Where to from here? Ag Summit 2000 participants have invested time, and resources to build a framework for change. Expectations for action have been created and now it is time to accelerate the implementation process.

There are five ways the strategies outlined in this document can be realized, recognizing that this entire framework is a work in progress which will change and evolve along with the industry environment:

- By working together in new innovative ways to achieve better, faster results for the industry at large. A collaborative agriculture and food network can make this happen (*see Appendix D*).
- Through the initiatives of Actions Teams, the Co-ordinating Team and the Breakthrough Action Team
- Through awareness of and increased support for initiatives already happening.
- By expanding our knowledge base as an industry, and thinking in completely new ways.
- By clarifying the roles of government and industry.

In discussing the roles of industry and government, Ag Summit 2000 participants recommended these parameters. In Phase Two, they will need to be clarified, defined and communicated.

Industry Parameters
• **Inclusion** of all sectors in the process of policy development; particularly producers
• **Clarity** for the role of industry organizations to avoid overlap and duplication of efforts
• **Responsibility** for results. Industry must be open to new organizational options for developing, configuring and delivering information, services and support
• **Transparency** in the way decisions, outcomes, and information are communicated and shared
• **Accountability** for measurable results that support industry plans and priorities
• **Collaboration** with other industry sectors, governments, and individuals to drive initiatives that benefit the industry at large
• **Global Perspective** to ensure growth of the industry and to avoid internal competition

Government Parameters
• **Inclusion** of industry in the process of policy development
• **Clarity** on the roles and responsibilities of government
• **Responsibility** for results. Government must be open to new organizational options and thinking processes for configuring and delivering information, services and support
• **Transparency** in the way decisions, outcomes and information are communicated and shared
• **Accountability** for measurable results that support industry plans and priorities
• **Collaboration** with other governments, organizations and industry to drive initiatives that benefit industry, and Alberta at large
• **Global Perspective** to ensure growth of the industry at large and to avoid internal competition

In many instances, industry and government will need to embrace the same challenges to achieve the long-term vision for the industry.

Challenges for Industry and Government
• Collaborate, communicate and co-ordinate
• Determine who does what
• Think globally
• Develop a mechanism to review and report progress
• Think creatively

Measuring Success

The industry's vision can only be realized by measuring progress, and passing specific milestones. To date, these potential measures of success have been suggested. In Ag Summit Phase Two, they may change with emerging issues and a changing industry environment.

Measuring Success
• Achieving $ 20 billion in value-added activity
• Level of entry into the industry and level of investment in the industry
• Viability of rural communities
• Harmony and understanding between urban and rural populations/communities
• Variety and size in the configuration of farm units
• Commanding premium prices for Alberta products and services
• Enhanced quality of renewable resources through responsible stewardship
• A significant reduction in the need for safety nets
• Increased levels of investment in primary and applied research and development
• Decreases in commodity exports, and increases in primary production used by processors in Alberta
• Number, volume and range of new products successfully introduced to markets
• Increased levels of customer satisfaction

Appendix A

Ag Summit Action Team Leaders: Contact List

Action Team Leaders	E-mail	Phone	Location	Fax
Provincial Land Use Strategy / Retention of Ag. Land				
Candace Vanin (co-chair)	vaninc@em.agr.ca	780-495-3308	Edmonton	780-495-4504
Peter Aschenmeiere (co-chair)	Box 7116, Edson T7E 1V4	780-723-2153	Edson	780-723-2813
Environmental Stewardship Incentive Program				
Gordon Kerr (co-chair)	grkerr@telusplanet.net	780-434-0512	Edmonton	780-432-3564
Ernie Ewaschuk (co-chair)	lscewaschuk@compusmart.ab.ca	780-483-1885	Edmonton	780-486-9599
Research and Development Strategy for Diversifying Crop and Livestock Production				
Alan Stuart	alan@cadvision.com	403-248-7794	Calgary	403-248-7760
Alleviate Tax Burden				
Robert Meijer (chair)	robmei@cfibmail.com	204-982-0817	Winnipeg	204-982-0811
Garry Dearing, (co-chair)	RR#1, Wetaskiwin, T9A 1W8	780-352-4889	Wetaskiwin	780-352-3486
Alberta Farmers Have Market Choice				
Ken Motiuk (chair)	ceresent@telusplanet.net	780-764-2629	Mundare	780-764-2697
Pat Durnin (vice-chair)		403-935-4411	Kathryn	403-935-2387
Recognition of the Importance of Agriculture / Image of Agriculture				
Edith Svanes	rsvanes@telusplanet.net	403-757-2108	Picture Butte	403-757-2108
Alberta Centre of Excellence				
Terry Murray (acting chair)	tmurray@telusplanet.net	780-842-2336	Wainwright	780-842-6620
Mike Leslie (acting secretary)	mleslie@avacltd.com	403-281-4802	Calgary	403-281-4763
Research Centres of Excellence				
Ralph Christian	rchristi@email.msn.com	780-955-2136	Edmonton	780-955-3565
Attract Equity Financing		H:403-932-9326		
George Jones	georgemjones@compuserve.com	B:403-932-9296	Cochrane	403-851-1020
Long-term Farm Profitability and Sustainability				
Greg Rockafellow	RR#2, Crossfield T0M 0S0	403-946-5350	Crossfield	403-946-3942

Ag Summit 2000 Action Team Leaders: Contact List

Supply Chain Food Safety Bryan Walton (co-chair) Cornelia Kreplin (co-chair)	 bwalton@ccgd.ca cornelia.kreplin@gov.ab.ca	 403-250-6608 780-427-6159	 Calgary Edmonton	 403-250-7022 780-422-6317
Infrastructure in Rural Communities Rod Scarlett	 wrap@planet.eon.net	 780-451-5912	 Edmonton	 780-453-2669
Competitiveness in a Global Market Ted Menzies	 tmenzies@telusplanet.net	 403-625-4291	 Claresholm	 403-625-5165
Science-Based Standards for ILO*				

* This team has not been made operational at this time because of the similarity of its objectives to the objectives of the ILO committee recently appointed by Honourable Ty Lund, Minister of AAFRD.

Appendix B

Glossary of Terms

AAFRD	Alberta Agriculture, Food and Rural Development
AAMD&C	Alberta Association of Municipal Districts and Counties
AARI	Alberta Agricultural Research Institute
AESA	Alberta Environmentally Sustainable Agriculture program
AFC	Agriculture and Food Council
AFPA	Alberta Food Processors Association
AFSC	Agriculture Financial Services Corporation
AIDA	Alberta Income Development Authority
AITG	Alberta Industry Trade Group
ASRA	Alberta Science and Research Authority
AVAC	Alberta Value Added Corporation
CAP	Classroom Agriculture Program
CARD	Canadian Adaptation and Rural Development fund (administered by AFC in Alberta)
CTI	Calgary Technologies Inc.
CWB	Canadian Wheat Board
EU	European Union
FCC	Farm Credit Corporation
FFACE	Functional Food Alberta Centre of Excellence
FIDP	Farm Income Development Program
Growing Alberta	Public awareness program administered by AFC
GST	Goods and Services Tax
HACCP	Hazard Analysis Critical Control Points
NISA	National Income Stabilization Authority
OCCI	Olds College Centre for Innovation
R&D	Research and development
RT Linkages	Reduced tillage linkages
SWOT	Strengths, Weaknesses, Threats, Opportunities
U of A	University of Alberta
WTO	World Trade Organization

Words as Defined in the Ag Summit 2000 Context

Innovation	*Putting our knowledge to work in such a way as to create an improvement in performance. Innovations can result in everything from incremental to dramatic improvements in performance*
Breakthrough	*Doing something we are already doing but doing it in a way that dramatically improves performance or doing something entirely new that dramatically improves performance*
Stretch goals	*Goals that are meant to force us to become creative and seek breakthrough innovations that will so dramatically improve performance that the goal, or at least significant movement towards it, can be achieved.*

Appendix C

Industry Contact List

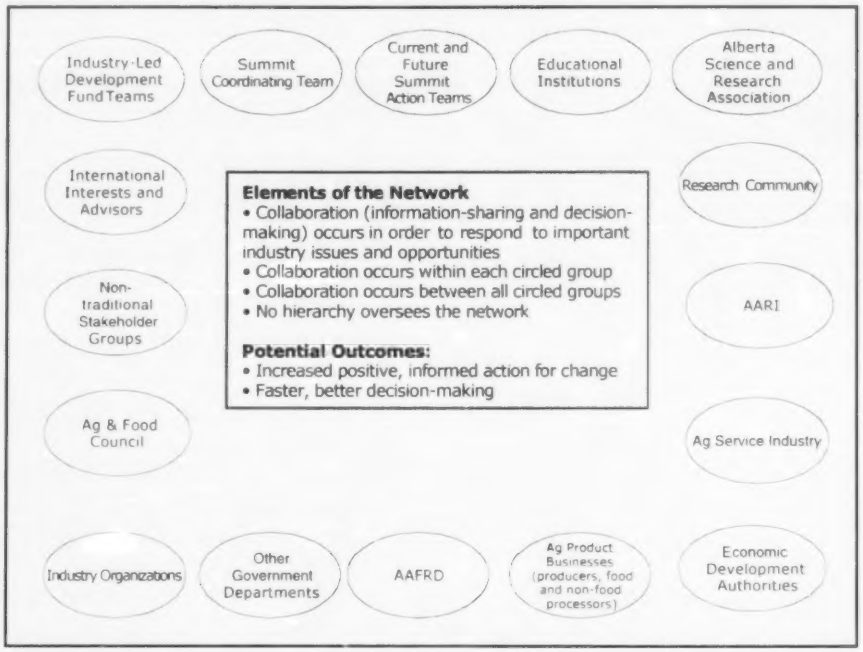
The following organizations are referenced in this document. Contact numbers for each have been included to encourage direct contact if further information is required. This is a partial list only and any organizations not listed have not been excluded intentionally. Please refer to AAFRD's *Ropin' the Web* website at www.agric.gov.ab.ca for a complete listing of industry organizations and contact numbers.

Organization	Contact Person	Contact Numbers
AAFRD	Evelyn Shapka Ag Summit Phase One Coordinator	T: 780-422-1799 F: 780-427-3005 evelyn.shapka@gov.ab.ca
AARI	Ron Dyck Acting Director	T: 780-427-4497 ron.dyck@gov.ab.ca
AAMD& C	Larry Goodhope Executive Director	T: 780-436-0375 F: 780-437-5993 aamdc@aamdc.com
AESA	Carol Bettac Program Manager	T: 780-427-3885 carol.bettac@gov.ab.ca
AFC	Tom Marwick General Manager	T: 780-955-3714 F: 780-955-3744 tom.marwick@agfoodcouncil.com
AFPA	Ken Gibson President / CEO	T: 780-444-2272 F: 780-483-7590 ken@afpa.com
AFSC	Brian Manning President	T: 780-782-8225 F: 780-782-4226 brian.manning@gov.ab.ca
AITG	Ted Menzies Co-Chair	T: 403-625-0081 tmenzies@telusplanet.net
ASRA	Ron Dyck Director	T: 780-427-4497 ron.dyck@gov.ab.ca
AVAC	Keith Jones President / CEO	T: 403-274-2774 F: 403-274-0101 kjones@avac.com
CARD	Jerry Stepnisky Alberta Program Manager	T: 780-955-3714 F: 780-955-3744 jerry.stepnisky@agfoodcouncil.com
Growing Alberta	Ron Brown Executive Director	T: 780-955-3714 F: 780-955-3744 ron.brown@growingalberta.com
OCCI	Rick Tofani Chief Operating Officer	T: 780-507-7971 F: 780-507-7977 rtofani@admin.oldscollege.ab.ca

Appendix D

Example of What a Collaborative Agri-Food Network Would Look Like

To achieve the Ag Summit vision, stakeholder groups will need to strengthen their ability to respond quickly and effectively to issues and opportunities facing the industry or sectors therein. Success will depend on all key stakeholders, including government, having the skill and trust levels required to function in an entrepreneurial, collaborative manner. The coordinating team will work to bring traditional and non-traditional networks together to encourage information-sharing and decision-making in more effective ways than currently exists.


Industry-Led Development Fund Teams
Summit Coordinating Team
Current and Future Summit Action Teams
Educational Institutions
Alberta Science and Research Association
International Interests and Advisors
Research Community
Elements of the Network
• Collaboration (information-sharing and decision-making) occurs in order to respond to important industry issues and opportunities
• Collaboration occurs within each circled group
• Collaboration occurs between all circled groups
• No hierarchy oversees the network
Potential Outcomes:
• Increased positive, informed action for change
• Faster, better decision-making
Non-traditional Stakeholder Groups
AARI
Ag & Food Council
Ag Service Industry
Industry Organizations
Other Government Departments
AAFRD
Ag Product Businesses (producers, food and non-food processors)
Economic Development Authorities

What Can a Collaborative Network Achieve?

- Summit vision
- Summit goals (and others as they are established)
- Unique breakthroughs and innovations that benefit the industry
- Continuous improvement in industry performance

Appendix E

Ag Summit Operating Principles

At the Ag Summit kick-off event in February 2000, the participants agreed that the success of Ag Summit 2000 depended on the active participation of entrepreneurial community and industry leaders who are committed to making things happen. They reviewed, revised and approved the following set of operating principles to describe the characteristics of people who need to be involved in Phases One and Two of the Ag Summit process:

Ag Summit participants recognize that:

- the world is moving through a period of fundamental change out of which has evolved a new global, highly-competitive, fast-changing, knowledge-based economy;
- this new economy has sparked a global organizational revolution in business, governments and non-profit organizations;
- practicing both technological and social innovation is a key element for surviving and thriving in these changing times;
- collaboration on a win-win basis within and between organizations, businesses and governments is vital to high performance in today's economy;
- Alberta has the entrepreneurial spirit, the knowledgeable and hardworking people, and the resource base necessary for Alberta's agriculture and food industry to be a leader domestically and internationally.

Ag Summit participants also:

- share a commitment to search for innovative approaches aimed at improving the performance of Alberta's agriculture and food industry – and are dedicated to identifying new customers and determining what these customers value;
- are ready to work with others to create an environment to support major transformations in the agriculture and food industry;
- trust each other sufficiently to honestly and accurately share information, perceptions and feedback while respecting the need of some participants to keep specific competitive strategies confidential;
- recognize the increasing importance of a highly-motivated workforce with the appropriate knowledge and skills, and the importance of access to capital, to the development of a changing agriculture and food industry;
- take pride in the success of Alberta's agriculture and food industry to date and are committed to learning from history as they take new initiatives to overcome obstacles to ongoing success.